Civilian Personnel Issues

Presented by

Melinda McMillon Darby

Assistant G-1 for Civilian Personnel

Today's Challenges

- National Security Personnel System
- Military to Civilian Conversion
- Building the Bench

What is NSPS?

The National Security Personnel System (NSPS) is a new, flexible civilian personnel system that will enable the Department of the Army and other Department of Defense organizations to better meet the national security demands of the 21st Century.

So…What is it?

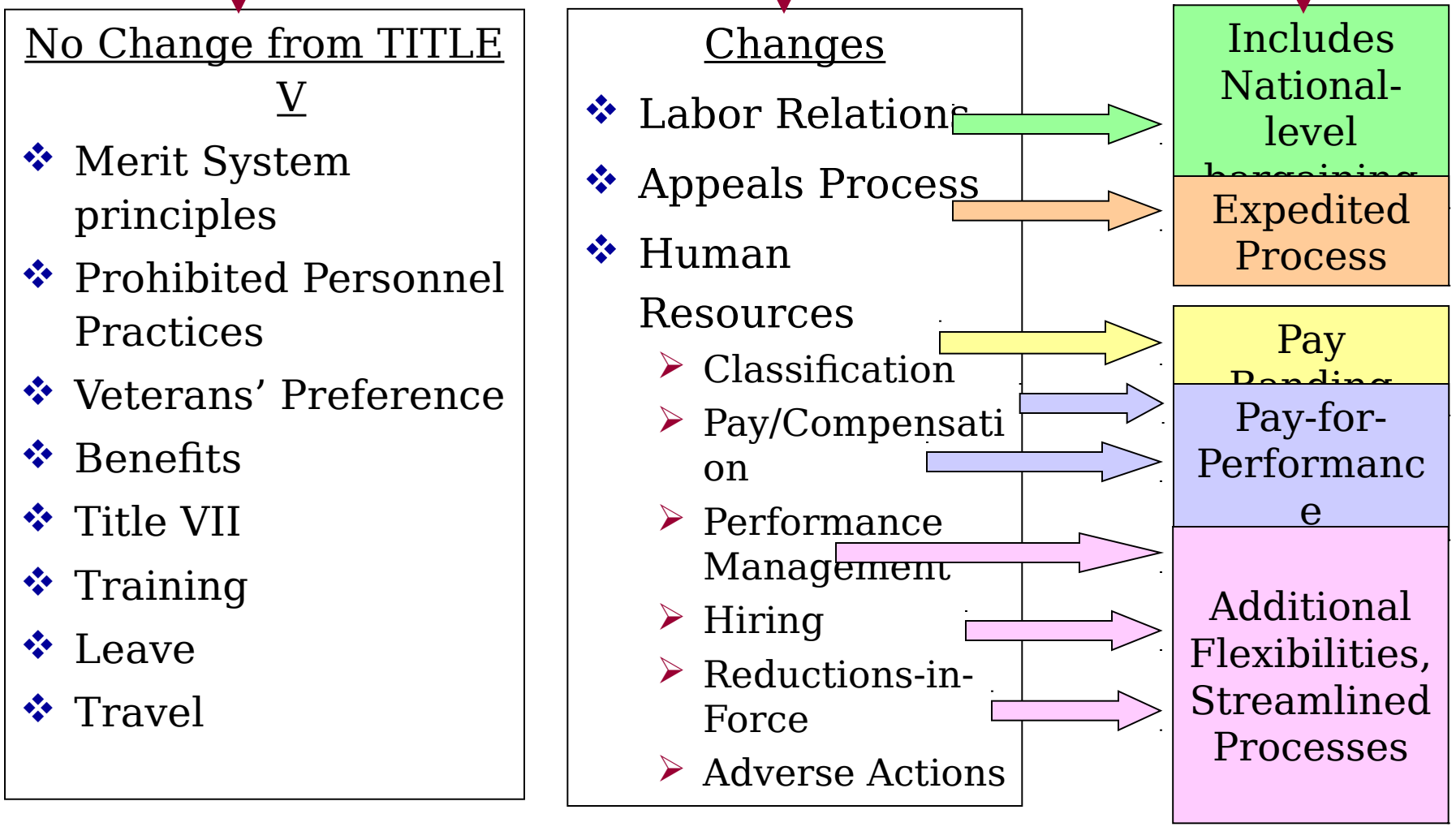
- Biggest change since Pendleton Act of 1883
  - Pendleton Act (1883)
    - Merit system vis-à-vis spoils system
    - Covered almost all Federal jobs
  - Civil Service Reform Act (1978)
    - Codified prohibited personnel practices
    - Codified labor relations in the Federal government
    - Established Demonstration Projects (DEMOs)
    - Established the SES Corps
- Major impact on DoD's 650,000 civilians
  - Labor Relations
  - Hiring/Firing
  - Pay-for-Performance
  - Appeals Process

What happened?

- National Defense Authorization Act signed Nov 03
- Originally scheduled to deploy in 2004 DoD-wide
- Strategic pause from Feb to Apr 04
- New rollout
  - Acquisition Development/Life Cycle Mgmt model
  - Secretary Gordon England, Senior Executive
  - Mrs. Mary Lacey, NSPS Program Executive Officer
- Stakeholders developed implementing plan
- Federal Register notice
  - Public comment period 30 days (ends 16)
  - www.cpms.osd.mil/nsps

29,390 responses as of 14 Mar

What are the changes?

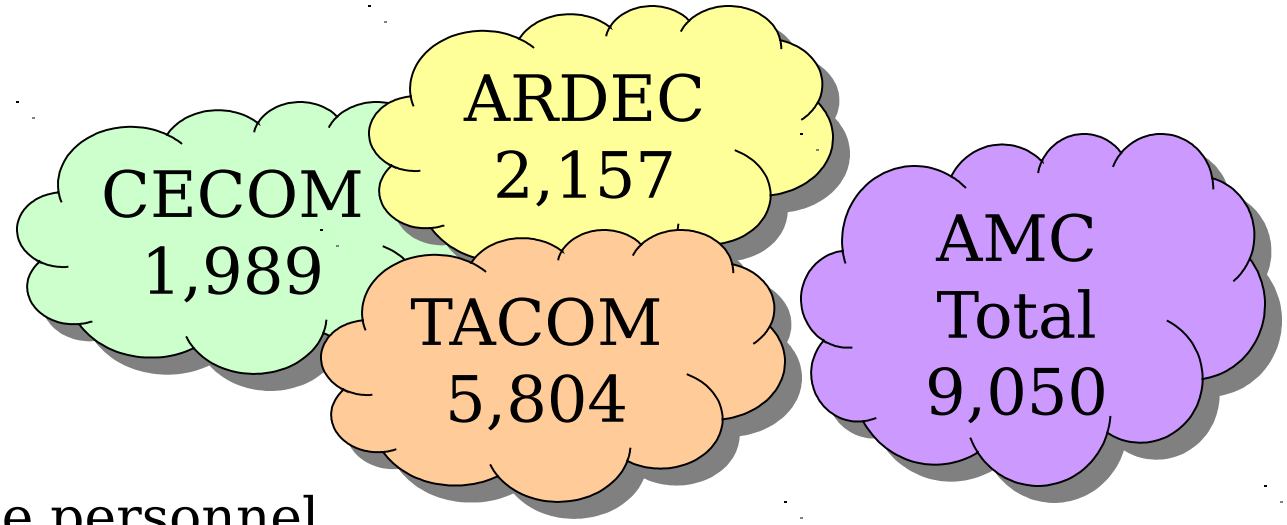


What are the LR changes?

- Expands non-negotiable management rights
  - Determine numbers, types, and grades of employees
  - Determine methods, means, and technology of performing work
  - DoD and Component-wide directives, policies, manuals
- Requires bargaining over changes to conditions of employment, when change is foreseeable, substantial, and significant in impact and duration
- Establishes National-level bargaining
  - Bargain once over the same issue with all national unions
  - Bargain at the discretion of the Secretary
- Establishes National Security Labor Relations Board to resolve DoD labor disputes

Who is covered in Army?

- First phase (Spiral 1.1 – July 05)
  - AMC
  - MEDCOM
  - SMDC
  - USACE
  - CHRA



- Excluded
  - Intelligence personnel
  - Local Nationals
  - Defense Labs (through 2008)
  - Wage Grade, NAF, and OCONUS (until Spiral 2 in Jan 07)

How do we train?

- Target Audiences
  - Senior leaders, managers, & supervisors
  - Employees
  - HR and Labor Relations practitioners
  - Pay Pool managers & administrators
- Dual-focused
  - Functional training (NSPS system)
  - Change management (“soft skills”)
- Foundation
  - 117 Adjunct Faculty identified (LEAD)
  - 64 additional Trainers trained since July 04

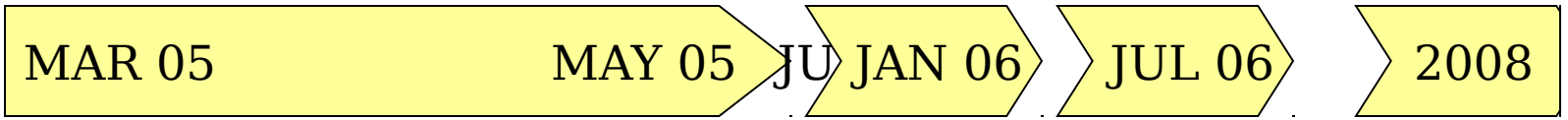
How do we fund?

- DoD centrally funding DCPDS system changes and limited Program Management expenses
- Army seeking funding
- Considerations
  - “Cost neutral” system
  - Pay Pool fund protection
  - Within-Grade Increase buyout
  - Certify that aggregate expended equals what you would have expended without NSPS

What are our concerns?

- 10 pending Union lawsuits
- DA's authority to supplement
- Final implementing instructions
- OIF/OEF implications

What are the key milestones?



DCPDS and Army Automation modifications

Spira l 1.1

Spiral 1.2

Spiral 1.3

NSPS implementation complete

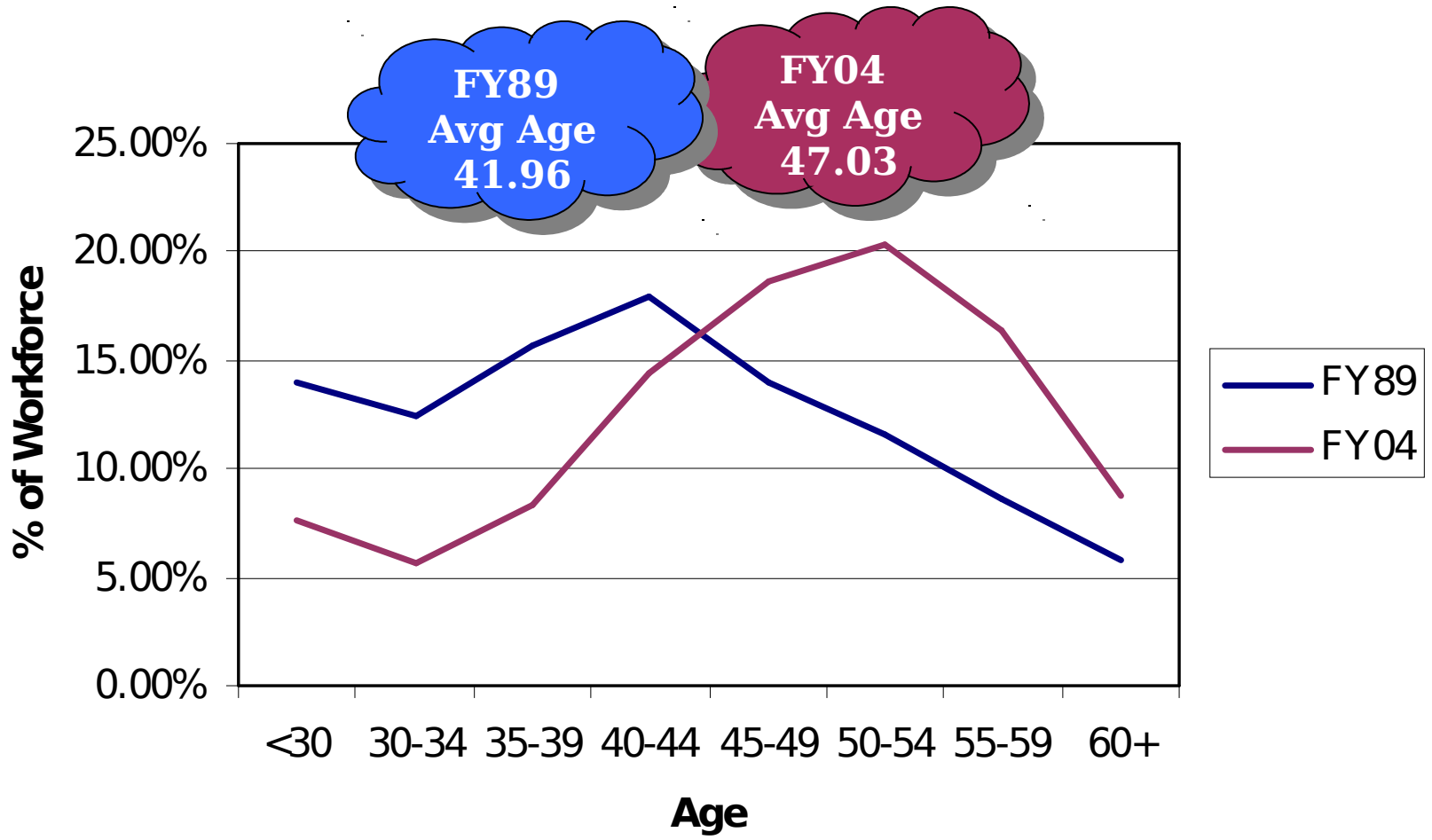
Public Comment Period – Ends 16 MAR

Enabling & Implementing Regs available

Military to Civilian Conversion

- Secretary of Defense (SECDEF) Guidance
  - Identify non-military essential positions filled by military personnel
  - reassign the military to jobs that require military knowledge and skill
- Total Army Analysis (TAA) 11
  - MACOMs submitted 19K positions for conversion
  - G1 analysis reduced the 19K to 6.5K convertible positions
- Program Budget Decision (PBD) 712 (December 2003)
  - Convert 5K positions in FY04 and 5K positions in FY05
  - Acting SA/CSA raised conversion mission to 15K, Mar 04
  - Army approved mission of 7227 conversions for FY 05
- Program Budget Decision (PBD) 753 (December 2004)
  - Reduces FY06 and outyear funding by $2.3B
  - Number of conversion requirements unchanged

Aging Workforce



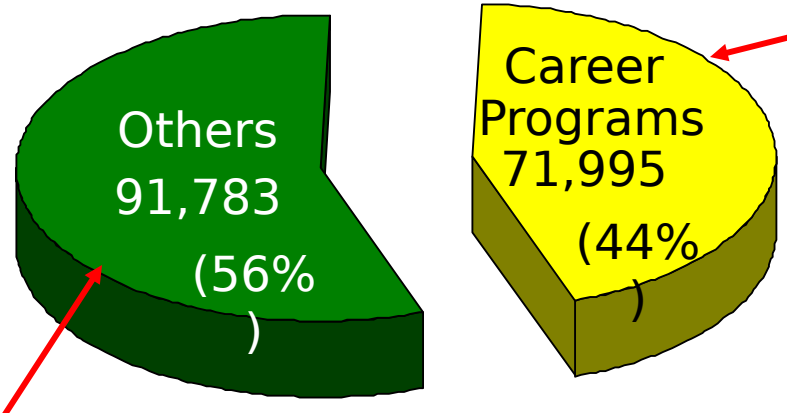
Data Source: WASS
Population: US Direct Hire Appropriated Fund

Retirement Eligibles

Eligibility	1989	2004
Eligible	26.6%	40.4%
Optional	6.4%	18.7%
Early Out	10.2%	21.7%

74% of SES eligible to retire

Distribution Of Civilian Soldiers



Career Program Population

- Comparable to Officers Corps
- Professional and Administrative Occupations
- College degree expected
- Recruited Army-wide
- Identify with Army
- Mobile

Interns and Fellows are West Point of Civilian Corps

Non-Professional Force

- Comparable to other Ranks
- Clerical, technical, support personnel
- High school graduation
- Recruited locally
- Identify with Installation
- Non-Mobile

Total Force (Military Function)

163,778

As of Sep 04
Population: Military Function, Full-time, Permanents

Developing Future Leaders

- Must grow our own well qualified candidates for SES
- Mobility a key component of development
  - Organizational
  - Geographical
- Leadership training should include
  - Sustaining Base Leadership & Management
  - Senior Service Colleges

Senior Army Workforce

- Strategic Pause – Program Refocus
  - Integrate with NSPS
  - Integrate with Civilian Education System
  - Integrate with other Army Civilian Leader Development efforts
  - Pilot in CP10 and others

Interns and Fellows

- ACTEDS
  - FY05 ACTEDS Intern Funding: $67.3M
    - 1019 workyears
    - 1,486 on board as of Feb 05
  - FY06 ACTEDS Intern Funding: $118M
    - 1055 workyears
- Fellows
  - FY05
    - 238 workyears
    - 238 Fellows onboard
  - FY06
    - 299 projected workyears
    - 224 projected onboard

DLAMP

- 295 board selected Army participants
  - 6 graduates to date; 43 completion eligibles
- Intake Class of 2005
  - Nominations due to HQDA 28 March 2005
  - HQDA Selection Board 10 – 13 May 2005
  - Approved candidates to CPMS 31 May 2005
- Guaranteed Placement of June 2005 SSC Grads
  - 31 GS-14/15 candidates (12 DLAMP/19 ACTEDS)

SSC Applicants

CP-10	CP-11	CP-12	CP-13	CP-14	CP-16	CP-17	CP-18	CP-19
Personnel	Comptroller	Safety	Supply Mgmt	Contract & Acq	Eng & Sci (non-Constr)	Mat'l Maint	Eng & Sci Resources & Const	Phys Security
1	7	2	4	2	8	2	3	1

CP-22	CP-26	CF-29	CP-32	CP-34	CP-51	CF-61	N/A
Public Affairs	Manpower	Exec Asst (Base Ops)	Training	Info Tech Mgmt	MWR	Historian	
1	4	3	2	3	1	1	2

Assistant G-1 for Civilian Personnel:

FY05 AWC Selectees

CP-11	CP-13	CP-16	CP-18	CP-32	CP-51	N/A
Comptrller	Supply Mgmt	Eng & Sci (non-Constr)	Eng & Sci Resources & Const	Training	MWR	
2	2	1	1	2	1	1

Still awaiting NWC & ICAF selection board results

Civilian Education System

- Develop centralized Army Education System integrating uniformed/civilian programs where appropriate
- Identify civilian leader competencies supporting readiness though needs analysis
- Institute training opportunities to teach uniformed/civilian personnel how to supervise each other
- Increase training for interpersonal skills in civilian leader development programs

What I Want to Leave You With

- My agenda
  - Refocusing Army Civilian Human Resources
  - Balancing the CPAC/CPOC workload
- Need your help
  - Implementing NSPS
  - Supporting ACTEDs resources
  - Placing interns and Fellows
  - Supporting SAW

Melinda McMillon Darby

Assistant G-1 for Civilian Personnel

(703) 695-5701 DSN 225-5701

melinda.darby@hqda.army.mil

BACKUP CHARTS

Spiral One Rollout Plan

	Army	Navy	Air Force	4th Estate	Total	*Cumulative*
Spiral 1.1	23,535	12,502	17,458	7,429	60,924	*60,924*
Spiral 1.2	24,559	34,766	32,953	22,627	114,905	*175,829*
Spiral 1.3	30,560	34,491	34,991	1,263	101,305	*277,134*
Grand Total	**78,654**	**81,759**	**85,402**	**31,319**	**277,134**	***277,134***

Spiral 1.1 Participants

Organization	Approx #	Primary Location(s)
Madigan Army Medical Center	1,669	Fort Lewis, WA
HQ Communications & Electronics Command (AMC)	1,989	Fort Monmouth, NJ
Tank-Automotive Command (AMC)	5,804	Warren, MI Rock Island, IL Red River, TX Anniston, AL Watervaliet, NY Herlong, CA
Armaments Research, Development & Engineering Center (AMC)	2,157	Picatinny, NJ
Space & Missile Defense Command	989	Arlington, VA Huntsville, AL Peterson AFB, CO
Civilian Human Resources Agency	2,423	Nationwide
Corps of Engineers, Mississippi Valley Division	3,868	Vicksburg, MS New Orleans, LA Memphis, TN St. Louis, MO Rock Island, IL St. Paul, MN
Corps of Engineers, South West Division	2,404	Fort Worth, TX Tulsa, OK Little Rock, AR